

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

## A BUSINESS PLAN FOR **THE NEW ART FEST**: 2016 - 2018

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CONNECT TO SUCCESS CONSULTING PROGRAM

INDIVIDUAL ASSIGNMENT

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A project carried out on the Master in Management Program, under the supervision of:

PhD. Carlos Alves Marques

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## MAIN CONTRIBUTIONS

When it comes to the main contributions, I consider that everyone participated pretty much equally on the work project. First of all, the group acknowledged that the different schedules of the members would require a solution towards it, and so, the solution founded was to have weekly meetings on Skype in order to brainstorm, divide tasks and clarify doubts. It was also decided that each subject would be previously discussed by all members so that all points of view were analyzed in order to achieve the best outcome possible. Even though everyone was involved in every parts of the report, some contributed more to some parts than the others. I consider that my main contributions on the report were related with analyzing TNAF competition, defining the opportunity of the festival in the market, and defining the product, respective place and some part of the process of the marketing mix. To analyze the competition of TNAF it was necessary to state the parameters to distinguish direct and indirect competition. I believe I had great contributions on this part since analyzing competition is key to success and understanding the main competitors enable one to realize why consumers will choose a company over another. Defining the opportunity for TNAF on the Portuguese market was fundamental in order to understand whether or not the festival was able to sustain, which, through the financial analysis TNAF will be able to succeed on the market. Regarding the marketing mix, the objectives previously defined and the feedback collected from this year edition were fundamental to modify existing and develop new activities included in the product section, and of course, in the place they would be held. The process part was quite relevant since it contains all the logistics of the production of the whole festival itself. Finally, I also made general recommendations that should always be taken into account in order to improve future editions of TNAF, so that the festival gains visibility and grows even more, not only in Portugal but outside as well.

## MAIN LEARNINGS

From my point of view, there are several main learnings to be taken from this experience with Connect to Success and Ocupart. First of all, it was quite an interesting experience to do a business plan for a festival of a company that is within an area that I haven't had the opportunity of contacting that much. At the university we are used to work with fictitious cases and so, it was quite enriching to work with a real company and solve real problems taking into account the realities in the Portuguese market. Also, I was able to learn at a deeper level about the art market in Portugal, its evolvement across the last years and also the profile of the few typical art collectors. Another major learning was the fact that even though the art market in Portugal is fairly low, defining accordingly the opportunities and assessing the necessities in this market made it possible to find the most accurate solutions for TNAF's major problems alongside with some improvements for the festival to become much more successful. Taking into account the different opinions of the different group members was also a major learning as it increased the final outcome of the work project itself. Even though handing with different schedules was hard at first, I believe that we managed to find the best solution for the project to work as smooth as possible. Therefore, I strongly consider that working alongside my teammates improved my working skills within a group. Finally, being part of the Connect to Success program was an honor and also a major learning that I will take on for the rest of my life. As a woman that is graduating from a master in management, it means a lot to help two women that want their company to succeed. It means even more to me since my goal is to make what these women are doing – have my own business and make my company to be as successful as possible. Overall, I am thankful that my contributions to the project will **add value** to TNAF and that the learnings that I am extracting with this experience will be quite helpful for me in the future.